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Address of Mr. Donald D. Conn . . . at the annual dinner of the Springfield traffic club.

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ADDRESS

OF

MR. DONALD D. CONN

MANAGER PUBLIC RELATIONS SECTION
CAR SERVICE DIVISION
AMERICAN RAILWAY ASSOCIATION

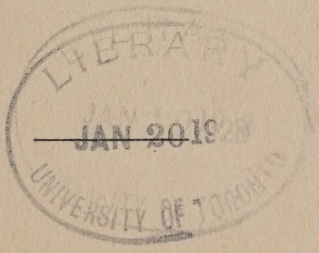
AT THE

ANNUAL DINNER

OF THE

SPRINGFIELD TRAFFIC CLUB

MARCH 8, 1923



THE AMERICAN RAILWAY ASSOCIATION
ITS ORGANIZATION AND FUNCTIONS

ADDRESS

OF

MR. DONALD D. CONN

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Mr. President and Gentlemen:

Permit me to express my very deep appreciation for your invitation to be with you tonight and for the opportunity thus presented to discuss some of the problems affecting the relationships between the railroads and the shippers. I am going to take the privilege of diverting slightly from the subject I had previously suggested as a basis for this address, and, in turn, dwell more specifically upon a present day situation and development which has now become a matter of public concern. Briefly stated, I want to tell you something about the American Railway Association and its organization and activities, something about the performance of the railroads under the system of private and competitive management and yet touch upon the radical tendencies and endeavors of a FEW who are seeking the adoption of artificial means for the promotion of their selfish interests and at the expense of the many.

Gentlemen, radicalism is an aftermath of ignorance and misleading information concerning the economic structures of our country. It may represent a superficial endeavor to cure a basic maladjustment with an artificial remedy. It may simply be, and more often is, an attempt to play upon the prejudices of the public mind to secure the adoption of schemes or the application of mental aberrations which serves only as temporary expedients, or which gratify the selfish desires of a FEW. Whatever the intent, any radical movement is necessarily predicated upon the capitalization of economic ills of the past, coupled with the constant dissemination of erroneous information regarding the existing relationships of our three great basic institutions: Agriculture, Industry and Transportation. Unfortunately, these tendencies are not confined to those alone who do not know the facts and who make no effort to base their judgment and conclusions upon fundamental truths, but there are people in the country who, today, have the means of knowing the facts and giving them proper interpretation—and yet they are telling the shippers and the public generally that the system of private and competitive operation is fundamentally wrong; that the railroads and shippers are unable to meet upon a common plane of understanding, and that what we need is another Government tribunal—a self-styled private corporation to take

away a little more of the provinces of private management. There is little differentiation between those who desire immediate Government ownership, and those who would adopt the means to that end. Both represent socialistic tendencies—endeavors to tear down the fundamental structures upon which our American Institutions have been builded and cast aside the very principles which have permitted our civilization and country to make such rapid strides as the world's greatest Nation. Therefore, I desire to emphasize that there exists no factors in our present economic situation which lend any excuse or give just cause for the adoption of theories and schemes actuated entirely by selfish motives, and contradictory to the best interests of the shipping public—representative of a violation of our promised adage of "less Government in business."

With this premise, I am here tonight on a mission of optimism, because the conditions surrounding industry and transportation today warrant that prediction only. I want to tell you about the American Railway Association and how it functions; to show you the great interrelated interest between the carriers of the country upon questions of mutual concern, and yet the maintenance of an organization which perpetuates the decentralized forces and relationships between the individual railroads and the shippers, so necessary for the promotion of efficient transportation service.

The American Railway Association—Historical

The American Railway Association had its inception in meetings of General Managers and ranking operating railway officials known as Time-Table Conventions, the first of which was held on October 1, 1872, at Louisville.

The "Time-Table Meeting" of October 13, 1875, changed its name to the "General Time Convention" by which name it was known until October, 1891, when the name was changed again to the "American Railway Association." The Southern Railway Time Convention was consolidated with the General Time Convention in April, 1886.

The scope of the American Railway Association was enlarged in January, 1919, and the following organizations have since that date been amalgamated therein:

American Railway Master Mechanics' Association,
American Railway Perishable Freight Association,
Association of Railway Telegraph Superintendents,
Association of Transportation and Car Accounting Officers,
Freight Claim Association,
International Association of Railway Special Agents & Police,
Master Car and Locomotive Painters' Association,
Master Car Builders' Association,
Railway Signal Association,
Railway Storekeepers' Association.

Membership and Activities

The present membership of the Association is as follows: 712 railroads, operating 315,340 miles. Included in the membership list are Railroads located in Canada, Cuba, Japan, Mexico, Philippine Islands, Porto Rico and Yucatan. There are included also in the membership of the Association 5 steamship companies, 1 express company, and 1 private car line.

The activities of the Association are primarily confined to the adoption of improved methods of operation on the American Railroads. Prior to their reorganization in 1919 it had placed in practical adoption a detailed system of standard time, a standard code of train rules, block signal and interlocking rules, a code of car service rules, per diem rules, uniform code of demurrage rules, gave special attention to the prevention of accidents at grade crossings, entered upon an exhaustive study for minimizing the number of patterns of steel rails in use, the standardization of joint designs for rails, a research into the method of rail manufacture; constant study and standardization of locomotives and cars and parts thereof, and the regulation of the transportation of explosives and other dangerous articles.

Reorganized in 1919

Following the reorganization of the Association in January, 1919, endeavors along the lines already set forth were not only continued but the scope of its functions was greatly enlarged upon and additional responsibilities assumed. The organization was divided into seven large main Divisions

and four special Divisions, each reporting to the President of the Association who, in turn, is responsible to its Board of Directors.

The first Division is that dealing with operating matters. It has a Chairman and Vice-Chairman, a general committee, a medical and surgical section, a telegraph and telephone section, a protective section, a freight station section and a safety section. Each section has a Chairman and various committees dealing with the subjects which come before it for consideration.

Division 2, deals with transportation matters and with subjects such as the per diem rules, demurrage, Car Service rules, records, railway business mail, and freight handling service.

Division 3, deals with traffic in its relation to operation. It has a chairman and general committee, it deals with the matter of standard containers, weighing and inspection, Car Service demurrage and storage.

Division 4, deals with engineering matters. This Division has a Chairman and sub-officers, a general committee, a section of construction and maintenance, an electrical section, and a signal section. It is constantly employed in bettering the engineering features of our railroad systems. It maintains Committees which deal with roadways, ballast, ties, rail, track, buildings, bridges, water service, yards and terminals, shops, overhead and third-rail conductors, other electric service devices, mechanical interlocking, power interlocking, maintenance rules and all of the correlated subjects.

Division 5, deals with mechanical matters. It has its Chairman and officers, its general committee, and its various sub-departments and committees which are constantly studying and standardizing the mechanical methods and machinery of the railroads where in the interest of economy and efficient service.

Division 6, deals with purchases and stores. It is organized in a like manner to other Divisions and deals intimately with the problems of the railroads on matters covered by these phases of their operation.

Division 7, deals with freight claims and their prevention, with loss and damage rules, overcharge rules, standard methods and accounts, etc.

The Car Service Division is a special Department of the American Railway Association with a Chairman and four general sections or sub-departments. This Division deals with the car requirements of the different railroads and territories, and is probably as closely related to the shippers of the country because of its peculiar functions as any other Division of the Association. I shall deal with this relationship more fully hereinafter.

There also exists a joint committee on Automatic Train Control, a Joint Committee on Fuel Conservation and a Joint Committee on Inspection of Standard Materials.

This entire organization is devoted to the performance of those functions and practices on matters where there is and should be an inter-related and mutual interest toward the creation of a better and more efficient transportation machine.

An Index to Past Accomplishments

With specific reference as to the accomplishments and power delegated to this organization I would like to briefly point to the fact that the Mechanical Division alone has, through its studies and research, determined upon 46 standard parts for locomotives which have been adopted by member railroads; have produced specifications for 15 different items of locomotive appliances and are now, among other things, engaged in promulgating certain forms of recommended mechanical practice for uniform adoption. As an indication of what has been accomplished in the standardization of parts, the following comparison in the number of different kinds of parts necessary to keep on hand for car repairs is illustrative:

	1882	1921
Axles, different kinds	56	5
Journal Boxes, different kinds	58	5
Couplers, different kinds	26	1
Brake Shoes, different kinds	20	1
Brake Heads, different kinds	27	1

The Car Service Division

With specific reference to the Car Service Division I want you to know something further about its organization, its power and what it is doing. Reporting to the Chairman of that Division are four Managers of Departments or Sections.

One Manager deals with railroad relations; another gives his entire time to the movement and relocation of open-top cars; closed cars come under the supervision of a third manager, and the relation between the Division and the public is handled by the fourth Manager. Each maintains his particular Department with its various ramifications, yet one is inter-related with the other so that a homogeneous machine is constantly watching the car requirement of shippers, territories and the different railroads. This Division has all the power necessary to relocate cars between railroads or between territories of the country. All railroads have subscribed to carry out the orders issued by the Division and, furthermore, orders when issued for relocation of cars have been, and are now, being carried out by the individual railroads. Yet the power of the Car Service Division goes even beyond the right of relocation, because it may designate the movement of empty equipment to certain lines or territories, and via. certain lines. The best demonstration of the potentialities of what can be done is depicted by actual performance. From October 15, 1922, to March 1, 1923, out of a total of 129,252 empty box cars moved under Car Service Division orders to the grain territory west of Chicago, 52,512 empty cars of Western line ownership were moved from Chicago in solid trains, at the direction of the Car Service Division, to those Western lines which were in the greatest need for equipment. The power under which the Car Service Division acts in cases of this kind is contained in Rule 19 of the per diem Rules which provides ample authority for the emergency measures necessary to meet the requirements of any District of the country.

System of Car Control Must Be Automatic

Notwithstanding the power which has been delegated to the Car Service Division for use in relieving emergency situations, there must exist some fundamental "rule of thumb" or what we might term a basic agreement between the carriers which provides for the **constant automatic** control of equipment and return of empty cars to origin territory. This purpose is served by the Car Service Rules. They give the premise upon which one railroad deals with another or by which the orders of the Car Service Division are guided. A proper understanding of the rules and the purposes which they serve, coupled with their correct interpretation and

application, represents the goal which the Car Service Division is seeking in its relationship with individual railroads and shippers.

Expansion of Car Service Division

To effect a closer and local relationship with the railroad officers and shippers, to provide a neutral point of contact with shippers and their associations for the purpose of maintaining a common ground of understanding of your transportation problems, and the methods by which we meet them, to localize the supervision of our Car Service endeavors—to the end that car distribution may meet most effectually the demands of commerce, the Car System organization is in the process of expansion. As you know, the Car Service Division has maintained for several years an office in Chicago, and this extension of their work has proven so satisfactory that District Managers have either or are to be placed at Minneapolis, St. Louis, Dallas, Birmingham, Cincinnati and Toledo. The decentralized supervision thus obtained will permit of the closest observation of the needs of shippers and individual railroads. A competent corps of Car Service agents is allocated to each District Manager for service in his particular territory of jurisdiction. These Car Service agents will check the observation of Car Service rules by close contact with the operating conditions in each territory to insure that regulations are practically applied as conditions and circumstances governing the carrier's or shipper's situation shall demand.

Co-operation With Shippers

Predicated upon the sound premise that both the carriers and the shippers can and should meet upon a common plane of understanding in mutually working out their transportation requirements, and to more accurately portray the demands and responsibilities of the railroads in the different territories of the country, the Car Service Division has inaugurated a program whereby each District Manager will surround himself with an Advisory Board of shippers—representatives of the production and manufactures in each territory. This plan has been put in force in the Northwest at Minneapolis and will be extended as rapidly as possible to the other District officers. The Northwest Regional Ad-

visory Board maintains an organization of which there is a Chairman, a Vice-Chairman for each of five States, an Executive Committee, and a standing committee dealing with the particular commodities produced and shipped from that District of the country. These Committees meet periodically and the entire Board meets regularly every 60 days, or more often when necessary. They, in co-operation with local railroad management, who are primarily responsible for furnishing transportation service and facilities, analyze the requirements of their territory, giving both the shippers and railroads alike, a medium by which the transportation needs of their district can be **anticipated.**

What Constitutes a "Transportation Shortage"

When we speak of "car shortage," we really mean a shortage of transportation to meet the full requirements of the public. This involves the adequacy of not only cars, but also tracks, locomotives and movement. It involves industrial as well as transportation facilities. It is dependent also upon the use made of equipment by shippers. For instance, based on cars in actual service, omitting surplus and cars awaiting repairs from cars on line, if the miles per car per day had been the same as in October, 1920 (30.9), the additions to the available car supply in September, 1922, would have been 212,058 cars; in October, 1922, 57,421 cars; in November, 1922, 59,184 cars; in December, 1922, 232,552 cars. But let us go farther; if one additional ton per car had been loaded it would have increased the available car supply in September, 1922, by 86,656 cars, in October by 85,527 cars, in November by 84,365 cars, in December by 81,814 cars. Let us say that the shippers and railroads will co-operate to produce this very result, then we may add both items together for each month and we find that through increased industrial and transportation efficiency we will have overcome a transportation shortage even as great as we experienced last fall. You, of course, appreciate how the movement of cars last fall was measured by the disarrangements of transportation and industry, due to the coal miners' strike and the shop strike. It was not possible to quickly recover from either, and this would have been equally true no matter what agency was charged with the responsibility of car handling. No one can sit in

Washington and issue an order that will create locomotives or build more tracks over night.

Here we must not overlook the fact that car surplus existed during every month of 1921 and for each of the first eight months of 1922. Surplus cars ran up to 495,000 monthly and reported shortages to 166,000 during the peak month of last fall. Surely attention must be directed to ways and means of perfecting a more even distribution and marketing of seasonal shipments thus leveling out these peaks and valleys of volume and price trends. Periods of car surplus represent periods of idle capital, and when you consider that since 1912 we have had 87 months of transportation surplus and 45 months of transportation shortage, you can readily appreciate that "cars" alone represent but one factor in the creation of a transportation shortage or surplus.

Cars and Locomotives Being Purchased Up to Capacity of Shops

During 1922, 136,718 freight cars were ordered and 77,221 were installed. These additions last year exceed any period since 1916. Also is this true of locomotives—2,709 were ordered during 1922. As of February 1, 1923, there were 91,354 freight cars on order and 1,507 locomotives, the largest number as of that date in our history. Railroads whose mileage aggregates 92.2 per cent. of the total mileage of the country purchased new cars last year, and carriers whose mileage is equal to 87.7 per cent. of the total railroad mileage purchased new locomotives. Only last week one railroad alone placed an order for 600 locomotives.

Railroad Performance at Present and During 1922

Much has been said concerning the efficiency of our transportation systems under private management and existing methods of control. The best measure of performance is represented by car-loadings. During the last six months of 1922—in spite of the disarrangements of industry and transportation by the Shop and Mine Strikes—**the railroads handled within eight-tenths of one per cent. of the peak six months' car-loading in their history.** The car-loading since the first of the year exceeds any corresponding period in our history. Compared with 1914, the railroads, during

1922, handled approximately 19.2 per cent. more revenue ton-miles with 10.6 per cent. less train miles.

Prime Interest of the Public

The fundamental interest, in the final analysis, of either the industrial or the agricultural producer is in the adequacy and efficiency of the transportation facilities which serve him. I think it is fair and just to assume this as a basis upon which we may predicate the relationships between the railroads and their users. Transportation is a public function —power to fix its rates so that they shall be fair to all concerned, and to see that its service is sufficient and non-discriminatory is as much a Governmental prerogative and duty as the power of taxation. Governmental regulation of railroads may therefore be predicated—

(1) Upon the public character and interest of the service performed by the railroads, and

(2) Upon the public's interest in its right to reasonable and non-discriminatory rates and efficient and equal service.

It seems to me that the question for you to ask is, "How far should your Government go in its regulation of the railroads—how far should it go in designating the detailed processes of the railroad business?" Private and competitive control and management are sound. Therefore, must not Governmental regulation be predicated upon the limitation in its appropriate field, and upon the general premise that private management necessarily contemplates the largest possible freedom of operation of economic laws consistent with the public interest? It is not the province of Government to enter the field of regulation wherever it CAN, but only wherever it OUGHT to protect the public interest. It is primarily the duty of the public, not the railroads, to assure that this line of demarcation is maintained.

The Railroad Dollar

Before closing I am sure you will be interested to know what became of the railroad dollar during 1922. 44.4 cents were spent for labor; 35 cents for fuel, material, supplies, depreciation and miscellaneous items; 5.4 cents went back to the people in the form of taxes, and the net railway operating income was 13.7 cents. This was but 3 cents greater than the net railway operating income during 1921; 10 cents

less than in 1912; 16 cents less than in 1916; 10 cents less than in 1915; 8 cents less than in 1914; 12 cents less than in 1913; 12 cents less than in 1912, and 13 cents less than in 1911.

Conclusion

In conclusion, Gentlemen, it has been my purpose to give you as concretely as possible, a picture of the existing railroad situation, both as related to the results of railroad operation, and also what the railroads are doing to constantly increase their efficiency and improve their service. The American Railway Association, as well as the individual railroads, are striving to effect every means for bettering their facilities and performance. This outline of what the carriers have accomplished and their plans for the future, should bespeak your confidence in our system of private and competitive operation.

I respectfully submit that what I have said is one answer to those who are desirous of setting up another Government agency to take over all of the freight car equipment of the country—an additional agency which would not be responsible for the operating results of any single railroad or the service it rendered to its shippers, and yet, would subject both to its mandates.

The railroads are rapidly adjusting themselves to again take the lead in the development of our country. However, your co-operation and a stabilized public thought, predicated upon the truth, and upon the related facts of the railroad business to agriculture and industry, will lend much emphasis to this assurance. The element of "time" represents our greatest stabilizer. It will cure all economic disarrangements, where they exist, and it would be a great thing to apply this remedy, without interruption, to the railroads.

C.S. - 102 A

AMERICAN RAILWAY ASSOCIATION
CAR SERVICE DIVISION
Washington, D. C.
LOCATION OF DISTRICT OFFICES

LEGEND

★ Chairman's Headquarters - Washington, D. C.
⊙ District Headquarters

1 Chicago
2 Toledo
3 Twin Cities
4 Cincinnati
5 St. Louis
6 Birmingham
7 Dallas
8 Handled from Washington, D. C.
9 Handled from Washington, D. C.

8-15-21

THE AMERICAN RAILWAY ASSOCIATION

- CHAIRMAN
  - COMMITTEE ON NOMINATIONS
  - BOARD OF DIRECTORS
  - AUDITING COMMITTEE
  - EXECUTIVE COMMITTEE
  - PRESIDENT
  - GENERAL SECRETARY & TREASURER

DIVISION I - OPERATING

Chairman
Vice-Chairman
General Committee
- Committee on Nominations
- Committee on Operating Rules
- Committee on Grade Crossing Protection & Trespassing
- Committee on Safe Transportation of Explosives & Other Dangerous Articles
- Conference Committee
- Special Committee on Loading & Unloading Locomotives for Flammable Liquids

MEDICAL AND SURGICAL SECTION
Chairman
First Vice-Chairman
Second Vice-Chairman
Third Vice-Chairman
Secretary
- Committee of Direction
  - Committee on Sanitary Code
  - Committee on Prevention of Industrial Diseases & Hazards
  - Committee on Physical Standards
  - Committee on Hospital Standards
  - Committee on Preparation of Ice from Drinking Water & Refrigerants
  - Special Committee on Traumatic Hernia
  - Committee on Nominations
- Committee on Arrangements for Annual Meeting

TELEGRAPH AND TELEPHONE SECTION
Chairman
First Vice-Chairman
Second Vice-Chairman
Secretary
- Committee of Direction
  - Committee on Nominations
  - Committee I - Construction & Maintenance - Outside Plant
    - Sub-Committee A - Construction & Maintenance of Pole Lines
    - Sub-Committee B - Wire Crossings
    - Sub-Committee C - Underground Construction
    - Sub-Committee D - Transpositions
  - Committee II - Construction & Maintenance - Inside Plant
    - Sub-Committee G - Apparatus & Material
    - Sub-Committee H - Locations & Layouts
    - Sub-Committee J - Circuits & Current Supply
    - Sub-Committee K - Installation & Maintenance
  - Committee III - Protection Against Electrolysis
  - Committee IV - Protection Against Lightning & Electric Light & Power Circuits
  - Committee V - Telegraph & Telephone Development
  - Committee VI - Message Traffic
  - Committee VII - Inductive Interference
  - Committee VIII - Editing
  - Committee IX - Future Activities & Topics
  - Committee X - Technical Training
  - Committee XI - Telephone Transmission
  - Committee XII - Radio & Wired Wireless
  - Committee XIII - Arrangements

PROTECTIVE SECTION
Chairman
First Vice-Chairman
Second Vice-Chairman
Secretary
- Committee of Direction
  - Committee on Nominations
  - Committee on Co-operation with Freight Claim Division
  - Committee on Arrangements for Annual Meeting

FREIGHT STATION SECTION
Chairman
First Vice-Chairman
Second Vice-Chairman
Secretary
- Committee of Direction
  - Committee on Nominations
  - Committee on Freight Station Rules
  - Committee on Topics
  - Committee on Arrangements
  - Committee on Operating
  - Committee on Station Traffic
  - Committee on Station Settlements
  - Sectional Committees at Important Traffic Centers

SAFETY SECTION
Chairman
First Vice-Chairman
Second Vice-Chairman
Secretary
- Committee of Direction
  - Publicity & Educational Committee
  - Committee on Prevention of Grade Crossing Accidents
  - Temporary Committee on Nominations
  - Committee on Arrangements

DIVISION II - TRANSPORTATION

Chairman
Vice-Chairman
Chairman - General Committee
Secretary
- General Committee
  - Committee on Nominations
  - Per Diem Rules Arbitration Committee
  - Committee on Demurrage, Storage, Reconsignments & Diversion
  - Committee on Car Service
  - Committee on Records
  - Committee on Railroad Business Mail
  - Committee on Freight Handling Service

DIVISION III - TRAFFIC

Chairman
Secretary
General Committee
- Committee on Standard Containers, Packing & Marking
- Committee on Weighing & Inspection of Freight Traffic
- Committee on Car Service, Demurrage & Storage

DIVISION IV - ENGINEERING

Chairman
Vice-Chairman
Secretary
General Committee

CONSTRUCTION AND MAINTENANCE SECTION
Chairman
Secretary
- Committee of Direction
  - Committee I - Roadway
  - Committee II - Ballast
  - Committee III - Ties
  - Committee IV - Rail
  - Committee V - Track
  - Committee VI - Buildings
  - Committee VII - Wooden Bridges & Trestles
  - Committee VIII - Masonry
  - Committee IX - Signs, Fences & Crossings
  - Committee XI - Records & Accounts
  - Committee XII - Rules & Organization
  - Committee XIII - Water Service
  - Committee XIV - Yards & Terminals
  - Committee XV - Iron & Steel Structures
  - Committee XVI - Economics of Railway Location
  - Committee XVII - Wood Preservation
  - Committee XX - Uniform General Contract Forms
  - Committee XXI - Economics of Railway Operation
  - Committee XXII - Economics of Railway Labor
  - Committee XXIII - Shops & Locomotive Terminals
  - Special Committee on Stresses in Railroad Track
  - Special Committee on Standardization
  - Special Committee on Clearance Diagram

ELECTRICAL SECTION
Chairman
Vice-Chairman
Secretary
- Committee of Direction
  - Committee I - Electricity
  - Committee II - Overhead & Third Rail Working Conductors
  - Committee III - Crossings of Power & Other Service Wires

SIGNAL SECTION
Chairman
First Vice-Chairman
Second Vice-Chairman
Secretary
- Committee of Direction
  - Committee on Committees
  - Committee on Annual Meeting Arrangements
  - Committee on Nominations
  - Committee I - Editing
  - Committee II - Mechanical Interlocking
  - Committee III - Power Interlocking
  - Committee IV - Direct Current Automatic Block Signaling
  - Committee V - Maintenance Rules & Instructions
  - Committee VI - Standard Designs
  - Committee VII - Direct Current Relays
  - Committee VIII - Alternating Current Automatic Block Signaling
  - Committee IX - Wires & Cables
  - Committee X - Signaling Practice
  - Committee XI - Batteries
  - Committee XII - Contracts
  - Committee XIII - Electrical Testing
  - Committee XIV - Lightning Protection
  - Committee XV - Valuation
  - Committee XVI - Oils
  - Committee XVII - Pole Lines
  - Committee XVIII - Direct Current Track Circuits
  - Committee XIX - Electric Railway Signaling
  - Committee XX - Highway Crossing Protection
  - Sectional Committees

DIVISION V - MECHANICAL

Chairman
Vice-Chairman
Secretary
General Committee
- Nominating Committee
- Committee A - Arbitration
- Committee AI - Prices for Labor & Material
- Committee B - Arrangements
- Committee C - Autogenous & Electric Welding
- Committee D - Car Construction
- Committee DI - Brake Shoes & Brake Beam Equipment
- Committee D2 - Couplers & Draft Gears
- Committee D3 - Train Brakes & Signal Equipment
- Committee E - Car Wheels
- Committee F - Committees
- Committee G - Locomotive Construction
- Committee GI - Design & Maintenance of Locomotive Boilers
- Committee G2 - Feed Water Heaters for Locomotives
- Committee G4 - Mechanical Stokers
- Committee H - Loading Rules
- Committee I - Manual
- Committee K - Safety Appliances
- Committee L - Specifications & Tests for Materials
- Committee M - Subjects
- Committee N - Tank Cars
- Committee P - Car Repair Shop Layouts
- Committee Q - Design, Maintenance & Operation of Electric Rolling Stock
- Committee R - Engine Terminals, Design & Operation
- Committee S - Lateral Motion on Locomotives
- Committee T - Locomotive Headlights & Classification Lamps
- Committee U - Modernization of Stationary Boiler Plants
- Committee V - Scheduling of Equipment through Repair Shops
- Committee W - Standard Packing for Coolers of Air Pumping Machines
- Committee X - Standard Method of Packing Journal Boxes
- Committee Y - Train Lighting & Equipment
- Committee Z - Train Resistance & Tonnage Rating

EQUIPMENT PAINTING SECTION
Chairman
First Vice-Chairman
Second Vice-Chairman
Secretary
- Committee of Direction
  - Committee on Nominations
  - Committee I - Arrangements
  - Committee II - Editing
  - Committee III - Tests
  - Committee IV - Standards - Car & Locomotive
  - Committee V - Shop Construction & Equipment
  - Committee VI - Safety & Sanitation
  - Committee VII - Maintenance of Paint & Varnish at Terminals
  - Committee VIII - Classification of Painting Repairs & Stopping of Equipment
  - Conference Committee on Car Construction
  - Conference Committee on Specifications for Painting & Varnish Materials

DIVISION VI - PURCHASES & STORES

Chairman
Vice-Chairman
Secretary
General Committee
- Nominating Committee
- Committee on Committees
- Subject 1 - Stores Department Book of Rules
- Subject 2 - Classification of Material
- Subject 3 - Reclamation of Material
- Subject 4 - Material Accounting
- Subject 6 - Cost Tests - Purchasing, Inspecting & Distribution
- Subject 8 - Handling & Distributing of Material to the Users
- Subject 10 - Scrap - Classification, Handling & Sales
- Subject 12 - Purchasing Agents, Office Records
- Subject 13 - Lumber - Specifications, Purchasing, Inspection, Storage & Distribution
- Subject 15 - Buildings & Structures
- Subject 16 - Supply Train Operation
- Subject 18 - Committee to Prepare Workable Rules for Carrying out the Provisions of the Clayton Anti-Trust Act

DIVISION VII - FREIGHT CLAIMS

Chairman
First Vice-Chairman
Second Vice-Chairman
Secretary
General Committee
- Committee on Rules of Order
- Committee on Loss & Damage Rules
- Committee on Overcharge Rules
- Committee on Freight Claim Prevention
- Committee on Methods, Accounts & Forms
- Appeal Committee
  - Committee A, B, C, D, E, F: Loss & Damage Arbitration Committee
  - Committee G: Overcharge Arbitration Committee

CAR SERVICE DIVISION

Chairman
- Manager, Railroad Relations Section
- Manager, Public Relations Section
- Manager, Closed Car Section
- Manager, Open Car Section
- Manager, Refrigerator Car Department District Manager
- Manager, Troop Movement Department

Secretary

JOINT COMMITTEE ON AUTOMATIC TRAIN CONTROL

Chairman
Secretary
- Conference Committee
  - Chairman, Joint Committee
  - Vice-Chairman, representing Operating Division
  - Vice-Chairman, representing Engineering Division
  - Vice-Chairman representing Mechanical Division
  - Vice-Chairman, representing Signal Section

JOINT COMMITTEE ON FUEL CONSERVATION

Chairman
Secretary
- Committee of Direction
  - Chairman, Joint Committee
  - Vice-Chairman, representing Mechanical Division
  - Vice-Chairman, representing Operating Division
  - Vice-Chairman, representing Purchases & Stores Division

JOINT COMMITTEE ON JOINT INSPECTION OF STANDARD MATERIAL

Chairman
Secretary

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Conn, Donald D

Address of Mr. Donald D. Conn . . . at the annual dinner of the Springfield traffic club.

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